

5 May 1961

MEMORANDUM FOR: Executive Director, NPIC

SUBJECT : Project Status and Summary Reports

1. [] has proposed a graphical method for keeping track of the status of joint projects assigned to the NPIC, presumably for the purpose of assisting the Operations Board in its work. This memo is in furtherance of our discussions with him and the meeting attended by interested individuals throughout the building.

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2. In deciding what action to take on the suggestions of [] it seems to me that related fields for data summary and presentation need to be explored. [] was thinking in terms of the work of a specific Board and wanted something visually to assist the Board's work. Obviously the collection of data for such a project has application for other purposes.

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3. Enclosure 1 is a summary of various items of information which I believe should be considered for collection and display in connection with this project. Enclosure 2 is a discussion of these items. If you intend to have a committee follow up on our meeting of the other day, I would suggest that the committee might use this as a starting point in order to: decide what information is desirable for presentation; to determine how much of it can be obtained as a practical matter; to determine who obtains the information, and at what stages; and to determine how to portray it.

SIGNED

[]
Deputy Director
National Photographic Interpretation Center

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ATTACHMENTS:

- Enclosure 1 - Data Summary
- Enclosure 2 - Discussion

Distribution:

- 0 & 1 - Addressee
- 1 - OD/NPIC chrono
- 2 - DD/NPIC

[] (5 May 61)

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ENCLOSURE 1

DATA SUMMARY

1. Identification data

- a. Title
- b. Priority
- c. Requesting agency
- d. Date of receipt
- e. National Intelligence Priority

2. Status of Projects in Work

- a. Differentiate from those not in work
- b. Starting date
- c. Effort required
- d. Estimated completion date
- e. Percent complete
- f. Divisions in which currently active

3. Projects not in work

- a. Rough estimate of effort required

4. Data comparisons

- a. By numbers of projects per time period
 - 1) In
 - 2) Out
 - 3) Current, not complete

ENCLOSURE 1
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b. By effort required per time period

- 1) In
- 2) Out
- 3) Current, not complete

c. Effort available, current and forecast

d. Workload versus effort available - expressed in time length of
backlog

5. Miscellaneous

- a. Readouts versus PI Reports
- b. Punchcard compatibility
- c. CIA-only requirements
- d. Project completion report

ENCLOSURE 2

DISCUSSION

1. Identification data - This is the basic information to identify the project
 - a. Title - Self explanatory. Whatever title is given the project by the requesting agency.
 - b. Priority - NPIC priority as assigned by the Advisory Committee. The way of expressing this priority deserves considerable thought.
 - c. Requesting agency - Self explanatory
 - d. Date of receipt - This is the date the requirement is received at NPIC. Alternatively the date it is forwarded by the Advisory Committee might be utilized, but I believe the former is preferable.
 - e. National Intelligence Priority - This is the designation of the paragraph number of the national intelligence priority list into which this project falls. Possibly not necessary, but merely for convenience in references or summaries. Possibly will be taken care of in the coding of paragraph 1.b.
2. Status of Projects in Work - This is the basic data on status and programming.
 - a. Differentiate from those not in work - Some indication will have to be made as to those projects on which work is actually started within NPIC and those which have been assigned but on which work has not yet started. Can be handled graphically in a number of ways.
 - b. Starting date - This would be the date on which work on the project actually started within NPIC.
 - c. Effort required - An indication of the total effort required within NPIC to execute the project. This will require definition. Preferably would be on a man-day or man-month basis, counting all personnel in all divisions. It probably should be based on work days, without overtime.
 - d. Estimated completion date - This gets into programming, only after the project is started. By determining how much effort is assigned to it an estimated completion date is obtained. This would be posted along side each project in work.

ENCLOSURE 2

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- e. Percent complete - An indication of overall percentage of the project.
 - f. Divisions in which currently active - Some method of indicating what projects are actually in work in the various productive agencies within NPIC.
3. a. Rough estimate of effort required - For those projects not actually started there should nevertheless be a rough overall estimate of the effort required to accomplish them. It is fully understood that these may be way off on individual projects but it should be hoped that as time went by these estimates would be sufficiently accurate to be of value.
4. Data comparisons - This paragraph pertains to comparison of various categories of information which would be of interest from a management point of view.
- a. By numbers of projects per time period - A record should be kept, say for the past week, month, and current FY of the number of projects which have been received and the number which have been completed. These are gross indicators only of activity. At the time of posting of the Board (weekly ?) a figure would be posted showing the total number of current projects which are in NPIC.
 - b. By effort required per time period - This is similar to the preceeding but instead of keeping it in terms of number of projects, it is kept in terms of total effort. In other words, in terms of man-months what has been received in NPIC, say in the past week, past month and current fiscal year. Similarly in terms of effort, what have we completed during the same periods and, most important, what is the estimate of effort required to complete all projects in NPIC.
 - c. Effort available, current and forecast - This is an estimate in terms of man-months (or whatever unit of measure is being utilized) of current effort available now in NPIC and the forecast indicating our increasing capability to handle projects.
 - d. Workload versus effort available - This is simply a comparison of paragraphs 4.b and 4.c. At the time of posting, how does the effort available to us now and in the future compare with the requirements which have been placed upon us? Expressed in time length of backlog.

ENCLOSURE 2

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5. a. Readouts versus PI Reports - Discussions to date have apparently concerned themselves only with detailed PI reports. Parallel treatment will have to be given to the OAK-type reports and some sort of forecast made as to their frequency.
- b. Punchcard compatibility - Data worked up for any graphical analysis along the lines suggested by [] should of course be compatible with the punchcard system which we already have in effect.
- c. CIA-only requirements - The discussions have also been limited to joint projects. I believe that a similar requirement exists for CIA-only projects and that each of the Services will want to do something similar for their own departmental projects. It would be desirable that all of these be coordinated so that we are using the same format throughout and to simplify the preparation of data for the joint graphical summaries.
- d. Project completion report - As a means of starting now to obtain data which we can use in future planning, it would appear desirable to me to have a simple standardized format for a project completion report to be filled out as each assigned project is completed. This project completion report would have the information contained above in paragraphs 1.a, 1.b, 1.c, 1.d, 1.e, 2.b, 2.c and the actual completion date. The most difficult part of this is, of course, keeping track of the effort required on the project. It is believed that this can be made sufficiently rough so that it does not burden everyone with too much bookkeeping and at the same time sufficiently accurate for statistical purposes. Additional items might be included in the completion report to round out the statistical picture, such as number of pages, number of prints, drawings, equipment hours of various types, etc. (I understand that Publications and TISD have a fairly complete system in use now.)

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